

Department of Defense

Introduction

"We are warfighters first, and as warfighters we have no match. With the same dedication and patriotism that makes us the world's finest fighting force, we are proud to perform other important missions for the American people and our allies. Whether we're saving lives, protecting property or keeping the peace, the U.S. military stands ready to keep America strong and free. We have never - - and will never -- compromise on the quality of our most important resource. It is not tanks, planes or ships, but people. People who have chosen to serve you and serve the nation. They are your sons and daughters, brothers and sisters, husbands and wives, people of whom you can be very proud. They are America's best. Everything we do supports our primary mission -- to provide the military forces needed to deter war and to protect the security of the United States. Nothing less is acceptable to us, or to the American people. This is our bottom line." - excerpt from "DoD 101"

Have you ever stopped to think what an enormous task it must be to command, coordinate, and control the Departments of the Army, Navy, and Air Force? Well, that responsibility goes to the Department of Defense (DoD)--the largest bureaucracy in the American political system.

With these thoughts in mind, our examination of the DoD will not just include the upper levels of command, like the President, the Secretary of Defense, and the military headquarters in Washington, DC.; we'll also take a look at the organizations that provide "jointness" to the Department of Defense - a major service issue for the next century.

Study Assignment

Read the information section of this lesson.

Lesson Objective: Know the critical organizations and personnel in the Department of Defense.

Samples of Behavior:

1. Identify the role of the President, the Secretary of Defense and the Joint Chiefs of Staff.
2. Identify the members of the National Command Authority, The Joint Chiefs of Staff and the Unified Commands.
3. State the relationships between the Chairman of the Joint Chiefs of Staff, the National Command Authority, unified commanders and the component commanders.
4. Define Unified and Specified Command.

Information

With our military units tracing their roots to pre-Revolutionary times, you might say that the DoD is America's oldest company. And, if you look at it in business terms, many would say we're not only America's largest company, but also its busiest and most successful.

There's no other company in the world that can take a group of new employees, from a wide variety of backgrounds, and in less than three months make them part of a cohesive, organized and productive work team. They will be well trained, highly motivated and very fit. They will treat others with dignity and respect, and will willingly obey their leaders.

Our military services are older than our country. The Army lays claim as the oldest, formed in June 1775. The Navy soon followed in October, and the Marine Corps in November. The War Department, which encompassed all three Services, was formed in 1789. Nine years later the Navy formed its own department to manage Naval and Marine Corps affairs, with the Army remaining under the War Department. That's the way it stayed up until the end of World War II. However, experiences during that conflict proved that unified control of the military at the national and major command levels was critical to national defense.

The United States Constitution establishes the basic principle that the armed forces must be under civilian control. By giving the President the position of Commander-in-Chief (CINC), the Constitution provides the basic framework for military organization. This lesson discusses the structure of the DoD and the National Command Authority (NCA). It briefly discusses the roles of the military departments and the JCS, as well as unified and specified commands. Directions for military operations emanate from the National Command Authority – a term used to collectively describe the President and the Secretary of Defense.

The Commander-In-Chief

Our commander-in-chief is the President of the United States. He, along with the National Security Council, which includes the Vice President, the Secretary of State, and the Secretary of Defense (as well as, since 1993 by executive order, the Secretary of Treasury and the head of the National Economic Council) determine the security needs of the nation and then take courses of action to ensure that those are met. The President, in his constitutional role as commander-in-chief of the armed forces, is the senior military authority in the nation and as such is ultimately responsible for the protection of the United States from all enemies, foreign and domestic.

As part of the Constitution's system of checks and balances, our budget must be approved by the U.S. Congress, which acts as our board of directors. We accomplish this by working with various committees of both houses, primarily those dealing with funding, military operations and intelligence. Their decisions affect our well-being and range from setting civilian pay raises to funding major troop deployments. Following World War II, an increasing need to integrate military policy

with national policy compelled the President to assume a more active role as the commander-in-chief of the armed forces. In this position, the President has the final word of command authority; however, as head of the executive branch, the Commander-in-Chief is subject to the “checks and balances” system of the legislative and judicial branches.

Nevertheless, the heavy demands of domestic and foreign duties require the President to delegate authority broadly, but wisely. The President, as commander-in-chief of the armed forces, is the ultimate authority. The Office of the Secretary of Defense carries out the Secretary’s policies by tasking the military departments, the Chairman of the Joint Chiefs of Staff and the unified commands. The military departments train and equip their forces. The Chairman plans and coordinates deployments and operations. The unified commands conduct operations.

The Department of Defense (DoD)

In 1947 Congress passed the National Security Act to establish a civilian Secretary of Defense. He was in charge of a new overreaching department called the National Military Establishment. The Act also created a new Service, the Air Force, as its own department, while converting the War Department to the Department of the Army. Then, in 1949, Congress created the Department of Defense, consolidating the three Services under the Secretary’s direct control, and making the Secretary of Defense the only military representative on the President’s cabinet. This National Security structure has remained, for the most part, intact for the past 50 years.

The DoD is the nation’s largest employer. (As of 1998,) its all-volunteer force included 1.4 million men and women on active duty, 705,000 civilians and another 1.35 million serving in the Guard and Reserve. The DoD also supports 1.8 million retirees and families who receive benefits. Whether on land or at sea, no other company can match its size with employees located at about 600 fixed facilities and more than 40,000 properties amounting to 18 million acres of land. These include 250 major installations. The DoD also operates 100,000 vehicles, from trucks to tanks, and maintains a fleet of more than 22,000 aircraft. It operates 550 public utility systems and hundreds of oceangoing vessels around the world.

Today, DoD employees are located in more than 140 countries; some 340,000 troops and civilians are overseas both afloat and ashore. They operate in every time zone and in every climate and they’re busier than just about any of the nation’s largest companies in terms of people and operations. Compared to some of the world’s largest companies, the Department of Defense has a larger budget, more employees and more bases of operation. Its headquarters, the Pentagon, is the nation’s largest office building under one roof. It took only 16 months and \$83 million to build and was completed in January 1943. A recognized symbol around the world, the Pentagon has 17 1/2 miles of corridors, 29 acres inside the building, and 67 acres for parking, 25,000 people come to work each day in the Pentagon.

As the nation’s busiest company, the DoD cuts 5 million paychecks every month, takes 920,000 contract or purchase actions, fits our troops with 50,000 pairs of boots and serves 3.4 million meals. On any given day, the DoD buys enough fuel to

drive a car around the world 13,000 times, maintains 12,000 miles of waterways, operates 24 percent of the nation's hydropower capacity, manages 232 schools and provides day care for 200,000 children.

Although the end of the Cold War implied a less dangerous world, this has not been the case. Despite the demise of the Soviet Union, and the downsizing of the U.S. military, American operational commitments since 1990 have made us busier than ever.

As the civilian head of the DOD, the Secretary of Defense reports directly to the President. The functions of the DOD, as prescribed by the National Security Act of 1947 and its amendments, are to:

- support and defend the Constitution of the United States against all enemies, foreign and domestic;
- ensure, by timely and effective military action, the security of the United States, its possessions, and areas vital to its interest; and
- uphold and advance the national policies and interests of the United States.

The Office of the Secretary of Defense (OSD)

The President appoints the Secretary of Defense with the advice and consent of the Senate. The Secretary of Defense is the principal defense policy advisor to the President and is responsible for the formulation of general defense policy and policy related to all matters of direct and primary concern to the DoD, and for the execution of approved policy. Under the direction of the President, the Secretary exercises authority, direction, and control over the Department of Defense.

Therefore, the operational chain of command runs from the President to the Secretary of Defense to the combatant commanders, who exercise authority over their unified or specified command. (Note: Operational chain of command is one in which those involved, have executive authority to actually direct actions of those at lower echelons.) DoD Directive 5100.1 places the Chairman, Joint Chiefs of Staff (CJCS) in the communications chain of command such that communications between NCA (President and Secretary of Defense or their successors) and the combatant commanders pass through the CJCS. (Note: This means that the JCS can only advise actions for consideration, they have no executive authority.) Furthermore, the CJCS can be assigned oversight responsibilities for the Secretary's control and coordination of the combatant commanders. That is, the CJCS provides feedback to the Secretary about the Secretary's control of the combatant commanders. The JCS are not in the operational chain of command.

The Secretary, like the President, must also delegate authority. For example, the responsibility for strategic and tactical planning is given to the JCS. Furthermore, the Secretary of Defense assigns the military administration missions (organize, train, and equip) to the military departments and the military operational missions (warfighting) to the unified and specified commands.

The Secretary of Defense's demanding duties require the help of many assistants, chief of whom is the Deputy Secretary of Defense. A number of advisory bodies and individual advisors also assist the Secretary of Defense in considering matters requiring a long-range view and in formulating broad defense policy. In addition, the Secretary receives staff assistance through a number of special agencies. Included among these are the Defense Intelligence Agency (DIA), Defense Investigative Service (DIS), and Defense Logistics Agency. These agencies, as well as others, provide special skills, expertise, and advice to the Secretary of Defense.

Finally, the most important policy advisory body working directly with the Secretary of Defense is the Armed Forces Policy Council.

The Armed Forces Policy Council not only advises the Secretary of Defense on matters of broad policy relating to the armed forces, but also considers and reports on any other matters that, in the opinion of the Secretary, need attention. The Council consists of the Secretary of Defense (Chairman); the Deputy Secretary of Defense; Secretaries of the Army, Navy, and Air Force; the CJCS; the Under Secretaries of Defense; the Deputy Under Secretary of Defense for Acquisition; the Army and Air Force Chiefs of Staff; the Chief of Naval Operations; and the Commandant of the Marine Corps. Officials of the DoD and other departments and agencies in the executive branch may be invited to attend appropriate meetings of the Council.

Two other groups are noteworthy at this level. The National Command Authority (NCA), is made up of the President and Secretary of Defense together or their duly deputized alternates or successors. This term is used to signify constitutional authority to direct the Armed Forces in their execution of military action. Both movement of troops and execution of military actions must be directed by the NCA; by law, no one else in the chain of command has the authority to take such actions.

The other group is the National Security Council, which was established by the National Security Act of 1947 as the principal forum to consider national security issues that require presidential decision. It has four statutory members: the President, Vice President, Secretary of State, and Secretary of Defense. The CJCS and the Director of Central Intelligence serve as statutory advisors to the NSC.

The Military Departments

The military departments consist of the Army, the Navy (including the Marine Corps and, in wartime, the Coast Guard), and the Air Force. Although operational command rests with the DoD, the military departments exist as separate agencies. Except in operational matters, the Secretary of Defense issues orders to a service through its secretary. While the service secretaries aren't accountable for military operations, they are responsible for the economy and efficiency with which their departments operate. Service secretaries also assist the Secretary of Defense in managing the administrative, training, and logistic functions of the military departments. Each service develops and trains its forces to perform the primary functions that support the efforts of other services. Carrying out their primary functions, the forces help to accomplish overall military objectives.

Joint Chiefs of Staff (JCS)

Subject to the authority, direction, and control of the President and the Secretary of Defense, members of the JCS serve as the communicational chain of command and military staff to the unified and specified commanders. The JCS prepares strategic plans and provides for the strategic direction of the armed forces. It reviews the plans and programs of unified and specified commands, considers major personnel and logistic requirements of the armed forces, and establishes unified doctrine. The JCS is also responsible for the assignment of logistic responsibilities to the military services, the formulation of policies for joint training, and the coordination of military education.

The members of the JCS consist of the CJCS; Chief of Staff, U.S. Army; Chief of Naval Operations; Chief of Staff, U.S. Air Force; and Commandant of the Marine Corps. The CJCS not only serves as a member of and presides over the JCS, but also furnishes the recommendations and views of the JCS to the President, the National Security Council (NSC), or the Secretary of Defense. Other members of the JCS may also provide advice to these bodies, when requested. If a JCS member submits advice that differs from the Chairman's view, then the CJCS must present that advice to the appropriate body along with his or her own. When the CJCS isn't present, the Vice-Chairman of the JCS serves in his or her place. Though not originally included as a member of the JCS, Section 911 of the National Defense Authorization Act of 1993 vested the Vice-Chairman as a full voting member.

Joint Staff

Consisting of more than 1,500 military and civilian personnel, the Joint Staff is the primary support for the JCS. The staff is composed of a relatively even number of officers from the Army, Navy, Marine Corps, and Air Force. By law, the direction of the Joint Staff rests exclusively with the CJCS.

National Military Command and Control

The National Military Command System provides our command authorities with all the information they need to make decisions and the means to transmit these decisions to subordinate levels. At the top of the communications system is the National Military Command Center (NMCC). The NMCC receives data from various command and control centers of the unified and specified commands. It also receives data from such defense agencies as the National Security Agency and the DIA. Members of the Joint Staff analyze and process this information and pass pertinent messages on through the State Department Operations Center and the National Indications Center of the Central Intelligence Agency to the Situation Room in the White House.

Unified Commands

The President, with the advice and assistance of the CJCS, establishes unified commands for the performance of military missions e.g. warfighting. To form these commands, forces are acquired through the Departments of the Army, Navy, and Air Force. Then, a commander is assigned to each unified command for the purpose of deploying, directing, controlling, and coordinating the actions of the command's forces. In addition, the commander conducts joint training exercises and controls certain support functions. Not surprisingly, the unified commanders are responsible to both the Secretary of Defense and the President. Normally organized on a geographical basis, the number of unified combatant commands is not fixed by law or regulation and may vary from time to time.

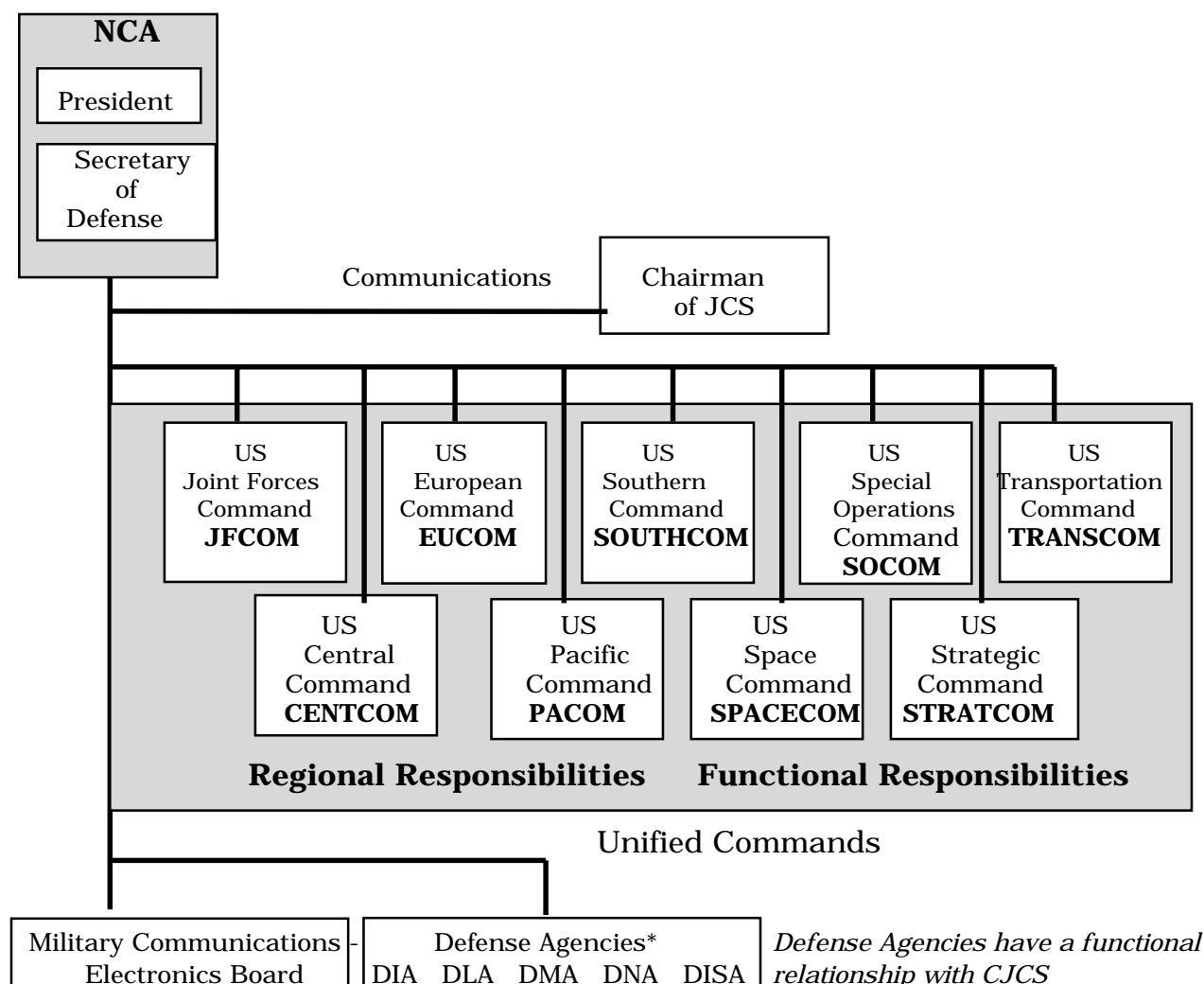


Figure 1. Organizations Reporting to the Secretary of Defense Through the Chairman of JCS

Having a broad continuing mission, a unified command comprises forces from two or more military services and falls under one commander. Once forces come under a unified command, only the authority of the Secretary of Defense and transfer them. Moreover, the capability of the unified commander can expand through the formation of either a subordinate unified command or a Joint Task Force (JTF). Each consists of joint forces under one commander. The primary difference between the two lies in the scope of the operation. The subordinate unified command has a continuing mission and command arrangement. JTF is a temporary organization that is limited by a specific time, place, and mission.

Currently, there are nine unified commands; five are geographically based and four are functionally based. The geographical or theater commands are USJFCOM, USCENTCOM, USEUCOM, USPACOM, and USSOUTHCOM. The functional commands are USSPACECOM, USSOCOM, USSTRATCOM, and USTRANSCOM. Each military department

has a component commander who exercises operational command for that branch of service. Essentially, a component commander brings land, sea, air, or other specialized competence and forces for employment under the operational authority of commanders of combatant commands. Under the component commander are those individuals, organizations, or installations of the military (normally a MAJCOM or Number Air Force, etc.) command assigned to the unified command. Figure 3 illustrates these command relationships.

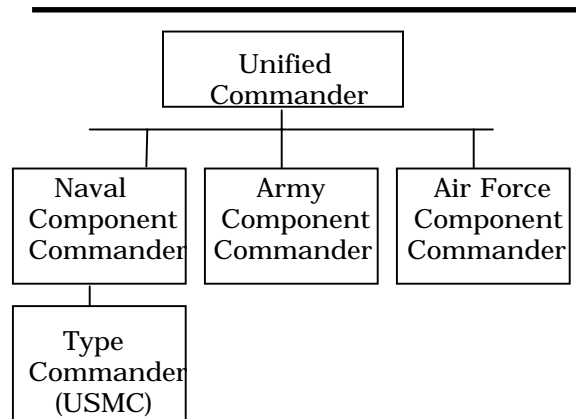


Figure 3. Unified Command Relationships

The USMC type commander in Figure 3 also illustrates how other individuals, organizations, or installations may operate directly under the component commander.

Specified Command

Having a broad, continuing mission, specified command, which is normally composed of forces from one military service. Currently there are no Specified Commands in existence. The provision is left open so in the future if need arises we have the command framework already in-place.

The bottom line...

If the President is our CEO and the Congress is our Board of Directors, then our stockholders are the American people. And they know the DoD pretty well since almost everyone's had a family member or buddy who used to -- or still does -- work for the Department of Defense. We exist to protect these "citizen stockholders." Without their support, the DoD would go out of business.

Unified Command Summary

Unified Commands	Location	Geographic Area of Responsibility
US Joint Forces Command	Norfolk, VA	The Atlantic Ocean, (excluding the waters adjoining South and Central America,) the Arctic Ocean, Greenland and other islands (except the United Kingdom and Ireland) in all assigned water areas.
US Central Command	MacDill AFB, FL	Northeastern Africa and Southwest Asia, including the Persian Gulf, the Gulf of Aden, the Gulf of Oman, and the Red Sea.
US European Command	Stuttgart, Germany	Europe (including Eastern European countries), the United Kingdom and Ireland, the Mediterranean Sea littoral [including Israel, Lebanon, Syria, and the continent of Africa (except Northeastern Africa)].
US Pacific Command	Camp H. M. Smith, HI	The Pacific (except the area assigned to USLANTCOM), the Indian Ocean, Japan, Korea, China, and other countries of Southeast Asia.
US Southern Command	Miami, FL	Central and South America (except Mexico), the islands south of Florida and the Gulf of Mexico.
US Special Operations Command	MacDill AFB, FL	Assigned SOF, including providing combat-ready SOF to other unified or specified commands. ¹
US Space Command	Peterson AFB, CO	Assigned forces and systems for missile warning and space surveillance functions in conjunction with NORAD; planning for, developing requirements for, and commanding systems and forces for strategic and space-based tactical ballistic missile defense; ITW & AA.
US Transportation Command	Scott AFB, IL	Assigned airlift, sealift, surface lift, air refueling, terminal services, and commercial air, land, and sea transportation to support the deployment, employment, and sustainment of forces.
US Strategic Command	Offutt AFB, NE	Assigned forces and systems for strategic nuclear forces to support strategic deterrence.

¹Unique among the CINCs, USCINCSOC has been granted execution authority for MFP-11 programs, to include submitting program recommendations and budget proposals. USCINCSOC also is charged with developing and acquiring special-operations-peculiar equipment, material, supplies, and services.